

PICK N PAY GROUP FINANCIAL RESULTS FOR FY2026 (52 WEEKS TO 1 MARCH 2026)

TRADE INTELLIGENCE COMMENT

Pick n Pay CEO Sean Summers outlined the Group’s ongoing turnaround journey, noting that the strategic roadmap set out two years ago remains firmly in place, with execution now the primary focus. Over FY2026, Pick n Pay delivered strong like-for-like sales growth, reflecting improved in-store execution and customer engagement within a reduced store base, following its estate reset. Summers cautioned that while store closures reduce losses, they also place pressure on cost absorption across the Group.

A key priority remains the revitalisation of the fresh food offering, which is showing strong growth as investment in quality, range and pricing begins to pay off. The Group delivered a +3.4% increase in total turnover to R120.3bn for the year ending March, supported by +12.3% growth from Boxer. In contrast, Pick n Pay recorded a -1.6% sales decline, largely due to the closure of underperforming stores as part of the reset strategy. However, positive momentum is displayed by like-for-like sales growth in company-owned stores, rising to +3.9% from +3.3% in the previous year. Online operations continued to gain traction, posting a +32.7% increase in sales, supported by on-demand platforms (asap! and PnP groceries on Mr D) delivering turnover growth of +37.6%.

Operationally, significant progress has been made in optimising the supply chain through the DP World partnership, while ongoing cost discipline remains a priority. It was highlighted that the labour cost reset is the final major component of the turnaround, with a structured consultation process underway. Summers acknowledged the challenging consumer environment, including rising inflation and fuel costs, but reiterated that the focus remains on operational excellence rather than short-term pricing actions. He closed by emphasising confidence in the long-term outlook, supported by improving sales trends and a clearer path to profitability.

KEY GROUP HIGHLIGHTS (GROWTH 52:53 UNLESS STATED OTHERWISE)

- **Group turnover** +3.4% to R120.3bn. Supported by growth in Boxer, clothing and online
- **Group gross profit** +3.9% to R22.6bn, margin 18.8% (FY2025: 18.3%), attributed to a mix of factors, including gains from reduced waste and category management, offsetting reduced margin on sales to franchisees
 - **Boxer gross profit:** +11.3% to R10.1bn, margin increased to 21.6% (FY2025: 21.3%)
 - **PnP gross profit:** -1.3% to R12.5bn, margin 17.0% (FY2025: 16.6%), lower margin than Boxer due to sales to franchisee
- **Group trading profit:** R1.7m (FY2025: R1.8m), margin 1.4% (FY2025: 1.5%), incl. **trading expenses** +4.1% to R23.8bn
 - **Boxer trading profit:** +17.3% to R2.6bn, margin increased to 5.7% (FY2025: 5.4%)
 - **PnP trading loss:** -R953m (FY2025: -R549m), margin lower at -1.3% (FY2025: -0.7%), trading expenses: +1.1% to R16.0bn, including an above-inflation wage increase, and investment into in-store execution as well as the PnP brand
- **Group headline loss per share:** -52.58 cents per share (FY2025:-61.54 cps). No dividend “until the Group has returned to sustainable profitability”. (Last dividend was in FY2023: 185cps). Cash burn¹ of R2.0bn, ahead of guidance but lower than last year. Post year-end, the Group sold **57.3 million shares in Boxer**, generating R4.7bn to support PnP’s “continued investment in key turnaround priorities and operational improvements” while still retaining a controlling stake in Boxer (53.1% of shares, was 65.6%)

Pick n Pay Group FY2026 Financial Results Summary Table

	Turnover (R’bn)	Turnover Growth % (52:53)	Turnover Growth % (52:52)	Comparable ² Turnover Growth %	Internal Selling Price Inflation	Underlying Volume Growth % ⁵
Group	R120.3bn	+1.0%	+3.4%	+3.6%	–	–
PnP	R73.6bn	-3.7%	-1.6%	+3.1%	–	–
PnP SA	R70.4bn	-3.5%	-1.4%	+2.8%	+1.9% ⁶ (FY2025: +2.1%)	+0.9% ⁵
PnP Rest of Africa	R3.2bn	-8.1%	-6.3%	–	–	–
Boxer	R46.7bn	+9.6%	+12.3%	+4.5%	-1.2% ⁶	+5.7% ⁵

Notes: – Data not reported | FY2026: 52 weeks, FY2025: 53 weeks. Growth 52:53 unless stated otherwise | 1. Cash burn: Reduction in the Group’s net funding position – considering cash flows from operations, interest, tax, working capital movement | 2. Comparable removes the impact of new and closed stores in both periods, also known as like-for-like growth | 3. “Supermarket” includes Hypermarkets and includes groceries, liquor and general merchandise | 4. The Group does not report the size of the turnover for these channels, only the growth percentage | 5. Underlying volume growth is calculated as comparable growth less reported internal selling price inflation | 6. To account for the material impact of the change in basket mix (buying larger pack sizes), PnP has joined Boxer in calculating the “underlying” internal selling price inflation to normalise for the mix change

PICK N PAY HIGHLIGHTS (for info on Boxer, please see the results summary released by Trade Intelligence on 11 May 2026 [here](#))

- **PnP SA turnover growth:** -3.5% to R73.6bn (52:52: -1.6%), incl. clothing, liquor and online. Comparable growth: +3.4% and internal selling price inflation contained at +1.9% (FY2025: +2.1%)
 - **Company-owned** supermarkets (incl. hypers and liquor) comparable turnover:³ +3.9% (FY2025: +3.3%)⁴ supported by +5.9% customer growth (FY2025: +3.7%)
 - **Comparable** wholesale turnover to **franchise supermarkets:**³ +0.9% (FY2025: -0.1%).⁴ Ongoing focus to “improve the franchise offering to drive sales and profitability”
- **Standalone Clothing:** +5.3% turnover growth⁴ (52:52) and comparable: +0.7% (FY2025: +2.0%). +22 net new company-owned stores, to a total standalone store footprint of 437 stores (incl. 18 franchise stores)
- **Online:** +32.7% for 52:52 weeks (FY2025: +48.7%),⁴ including +37.6% growth from asap! and PnP via Mr D app, available across 620 locations, rolling out to clothing from 2 Mar 2026

PICK N PAY COMMENT

“We are pleased with the steady pace of recovery that we are showing in the organisation, and specifically, in our topline sales growth, and we recognise that there still is an enormous amount of work to be done.” – **Sean Summers, Pick n Pay Group CEO**